# Headquarters U.S. Air Force

*Integrity - Service - Excellence*

# Where Are We Going?



**Lt Col Dan Fogarty**
**AF/DPLFC**
**24 May 04**

**U.S. AIR FORCE**

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- **Moving into the Future**
- **Key Advisors**
- **IBM Model**
- **Force Development Update**
- **Focus Groups/Discussion**

**"As we transition to the Key Advisor concept envisioned for our Personnelists in the future, what are the tasks we want them to do, what are the grade levels we want to do it, where will we place them to advise commanders and supervisors, and how will we train/experience them in their new role?"**

# *Moving into the Future*

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**PERSONNEL "ON-LINE"...83% AF PORTAL...
ONE SYSTEM...ONE PASSWORD...PROMPTS...
12% CONTACT CENTER...5% FACE-TO-FACE**

- **Change Mgmt – "Transactional Processes" to "Strategic Advisory Role"**
  - **70s – Selectric IIIs – Burroughs - Z100s – CBPOs**
  - **80s – Enable/Hrvd Grphics – Z286s – SPERRY/PC-III**
  - **90s - E-Mail – MilPDS – On-Line Forms - MPF & MSS**
  - **21$_{st}$ Century – Web-Based, Contact Cntrs, Key Advisors -------- DIMHRS**
- **People:  1986 – 608K; 2004 – 373K (~20K over)**
  - **Langley MPF – '95 (93), '99 (68), '04 (55)**
- **Train & Develop future Key Advisors – You!**
- **PERSCO Training, PERSCO Team Deployment,  Deployment Processing, AOR "reachback"**
- **"We" Institutionalized these "cultural changes"**

# *Overarching Enablers*

- **Face-to-face "process related" actions should occur only where physical presence is essential to the process at hand**
- **E-Business inclusions related to forms / system updates captured in process:**
  - **Personnel Records maintained in virtual environment – records do not transfer – people do**
    - **Drop down insertions, automatic centering, spell and grammar check, auto-populate data elements**
    - **Status of e-document available to all appropriate authorities**
    - **E-signature**
  - **Virtual (Portal, vMPF) suspense notification to member at set intervals prior to trigger event**
  - **Electronic flow to Host System for appropriate system update**
  - **Sufficient computer access and bandwidth**

# Key Advisors

# Personnel Spectrum
## Personnelists

**Tactical**

**Operational**

**Strategic**

**Data Management and Direct Customer Support (to Airmen)**
- **Delivering information**
- **Processing transactions**
- **Collecting and** ... **data**

**Knowledge and Engagement (to commanders)**
- **Facilitating results**
- **Enhancing Knowledge (advising)**
- **Enabling (delivering capability)**

**t and Policy Directio (to the enterprise)**
- **Influencing decisions**
- **Leveraging investment**

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**Strategic**

**Operational**

**Tactical**

**HQ AF/DP : Plan, develop, direct AF Personnel plans, policy, programs**

**MAJCOM/DP: Implement AF & command-unique personnel plans, policies and programs and ensure proper resourcing to installations**

**AFPC/SSO: Integrate and execute personnel operations, develop AF people and meet field commanders requirements**

**MSS:  Execute personnel policy & programs…  Process personnel actions, provide advice and guidance, Readiness**

**CSS:  Provide direct personnel and admin support to commander**

# Personnel Spectrum: *Putting it all Together*



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| Tactical | Operational | Strategic |
|---|---|---|
| **Direct Customer Support** | **Knowledge & Engagement** | |

**HQ USAF/DP**

**MAJCOM/DP**

**Self Service**

**AFPC/SSO, ARPC**
*Tiers*
*0*  *1*  *2*  *3*

**MSS**

**CSS**

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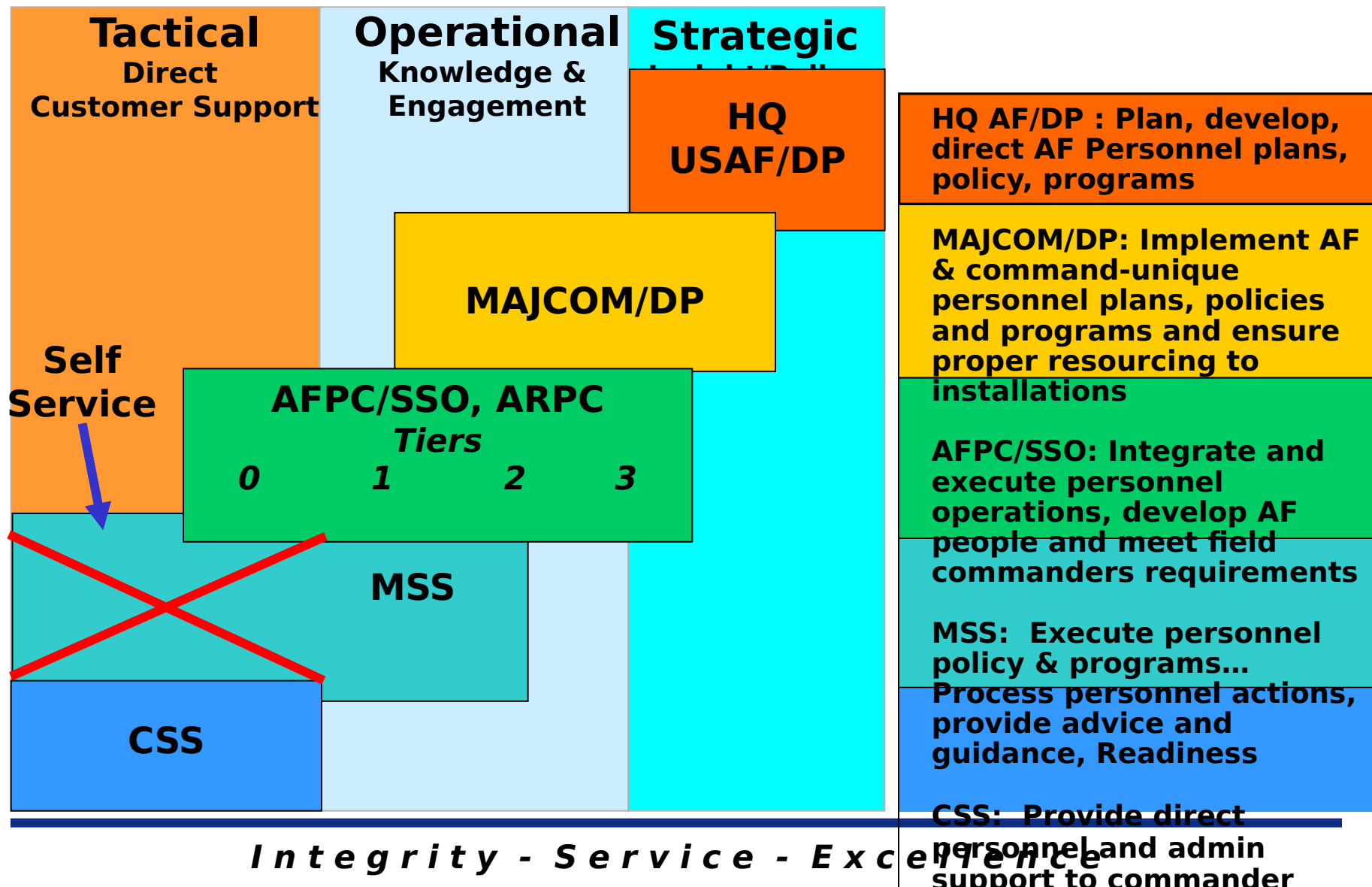
**CSS: Provide direct personnel and admin support to commander**
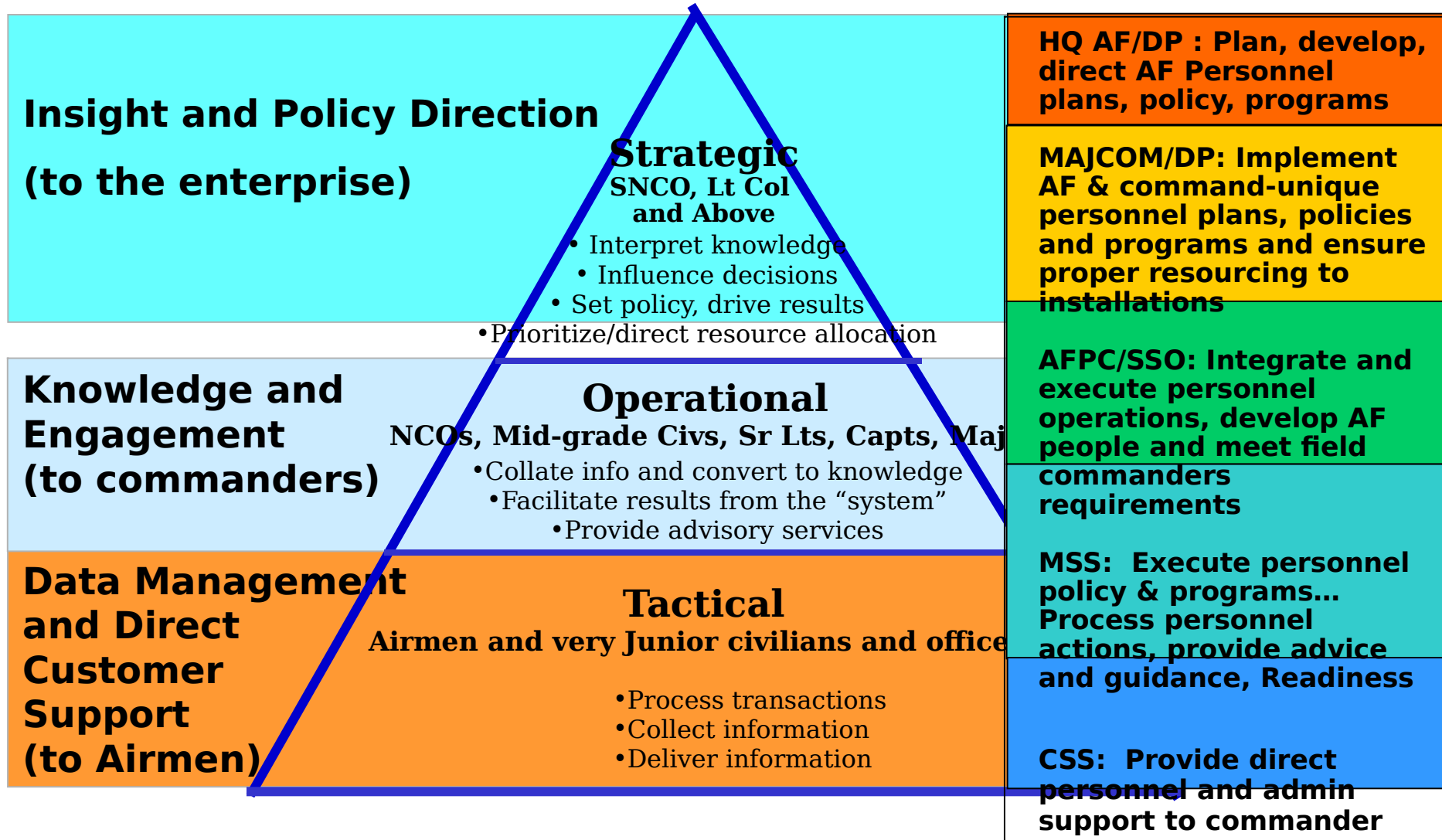
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# *What does this mean to You & Me?*

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**Insight and Policy Direction**

**(to the enterprise)**

**Knowledge and Engagement (to commanders)**

**Data Management and Direct Customer Support (to Airmen)**

**Strategic**
SNCO, Lt Col and Above
- Interpret knowledge
- Influence decisions
- Set policy, drive results
- Prioritize/direct resource allocation

**Operational**
NCOs, Mid-grade Civs, Sr Lts, Capts, Maj
- Collate info and convert to knowledge
- Facilitate results from the "system"
- Provide advisory services

**Tactical**
Airmen and very Junior civilians and office
- Process transactions
- Collect information
- Deliver information

**HQ AF/DP : Plan, develop, direct AF Personnel plans, policy, programs**

**MAJCOM/DP: Implement AF & command-unique personnel plans, policies and programs and ensure proper resourcing to installations**

**AFPC/SSO: Integrate and execute personnel operations, develop AF people and meet field commanders requirements**

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# *Force Development (FD) Responsibilities (Base Level)*

- **Identify gaps between mission requirements and people**
- **Identify gaps between required skills and capabilities**
- **Facilitate Airmen renewal, development and sustainment to meet mission needs**
  - **Ensure management information is current/accurate**
  - **Facilitate application of training/education/experiential learning opportunities to meet mission requirements/FD objectives**
- **Report personnel readiness/development status to decision makers while recommending/facilitating solutions**
- **Base-level expert resource on all FD (personnel/manpower/training) processes and procedures**
  - **Advise and facilitate Airmen development to balance individual/unit/AF needs**
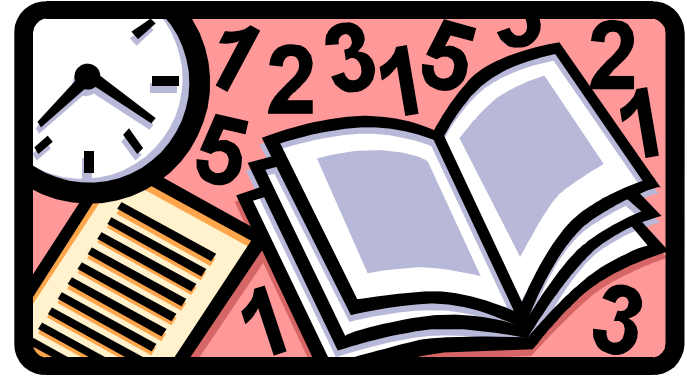  - **Tier 1 transaction support to support FD objectives**

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- **Greatest Challenges/Risks**
  - **Technology**
    - Software/hardware requirements not ready for implementation
  - **Resources**
    - Reductions before a workable system is deployed
    - Resourcing, staffing, and training of key advisor & SSO function
  - **"Change" not Accepted**
    - Failure to gain "buy in" of commanders and military/civilian/family customer base
  - **Loss of Corporate Knowledge**
    - What did/didn't work & the "whys" behind policy and programs we implemented
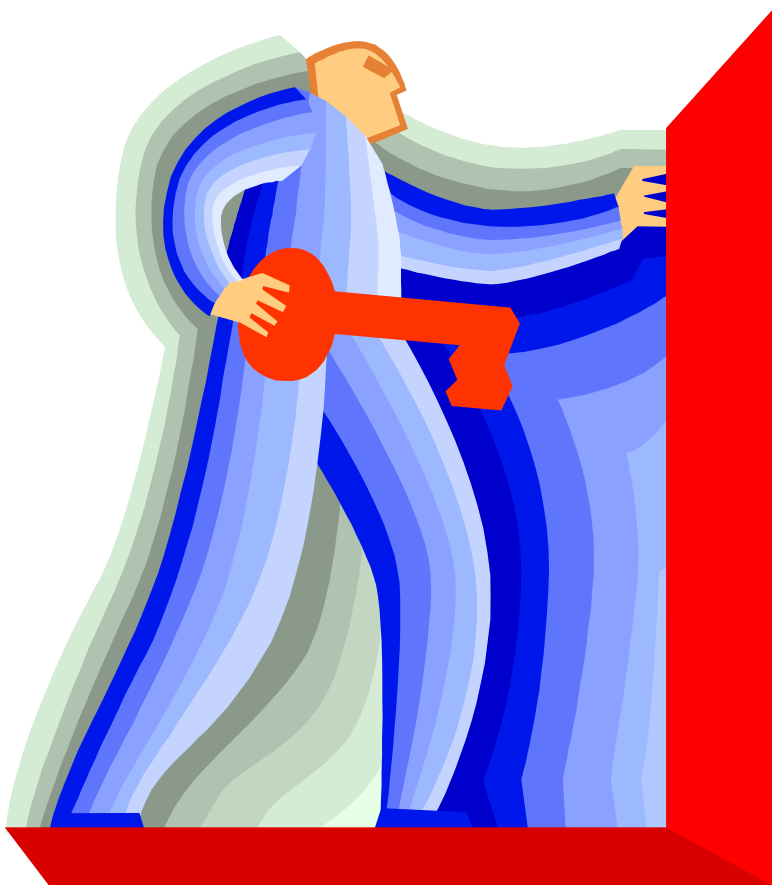
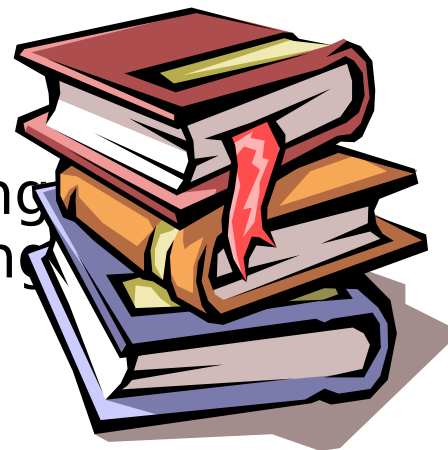## "Art of the possible"

- **Broad Key Competencies**
  - Understand Air Force
  - Operational Credibility
  - Technical Competence
  - Communication Skills
  - Understand Spaces and Faces
  - Leadership
  - Team Building
  - Problem Solving
  - Critical Thinking



*"Offer more interesting and 'value added' work"*

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- **Roles/Skill Sets**
  - Force Development
  - Workforce Management
  - Career Counseling
  - Employee and Labor Relations
  - Local Policy/Legal Assistance
  - Readiness
  - Manpower/Organizational Design
  - Resource Management
  - Requirements Determination
  - Strategic Sourcing
  - Performance Management
  - Change Management

*"Away from transactional—toward strategic advice"*

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- **Growing Career Field**
  - **Breadth & Depth Necessary**
    - Senior Key Advisors should have spent time at installation level, AFRC/AFPC/AFMA (SSO), and MAJCOM level
    - Reach-back capability for in-depth knowledge
  - **Some cross-flow from other career fields**
  - **Broadening opportunities: Logistics, Comptroller, Planning/Programming, Services**

*"CONOPS stating role of Advisors-level is key!"*

*I n t e g r i t y - S e r v i c e - E x c e l l e n c e*

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# ■ **Sustaining the Career Field**

- ■ **Optimal Force Structure Mix** (Military/Civilian/Contractor)

- ■ **Career field does not have to be cradle-to-grave**

- ■ **Must maintain technical experience** for sustainment of future career field/expertise provided to customers

# IBM Model

# The Shared Services Organization will operate under a tiered structure

- Tier 0 – Portal/Interactive Voice Response
  - **Requires no human interaction**
  - **Forms submitted online, automatically update personnel systems**
  - **Answers to questions and information inquiries provided by an automated knowledge base**
- Tier 1 – Customer Service Representatives (CSRs)/Contact Center
  - **Primarily staffed by low-cost personnel generalists**
  - **CSRs provides answers to simple questions and inquiries from a script available in a knowledge management system**
  - **CSRs access personnel systems to perform basic personnel actions**
  - **CSRs route complex problems, questions, and inquiries to Tier 2**
- Tier 2 – More Experienced Generalists
  - **Primarily staffed by mid-level experienced Personnel specialists**
  - **CSRs authorized to solve problems and answer questions that require some policy interpretation  (i.e. answers not available via a script in the knowledge management system)**
  - **CSRs can access personnel systems to change information or fix problems at a higher level of authority than Tier 1**
  - **CSRs route complex problems requiring policy exceptions to Tier 3**
- Tier 3 – Personnel policy and Program Experts
  - **Staffed by Air Force policy support staff and specialists**
  - **Authorizes policy exceptions that solve complex problems**
  - **Routes decisions back to Tier 1 and 2 staff to update  personnel systems**
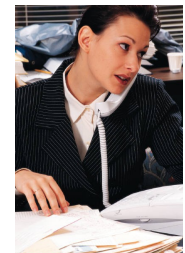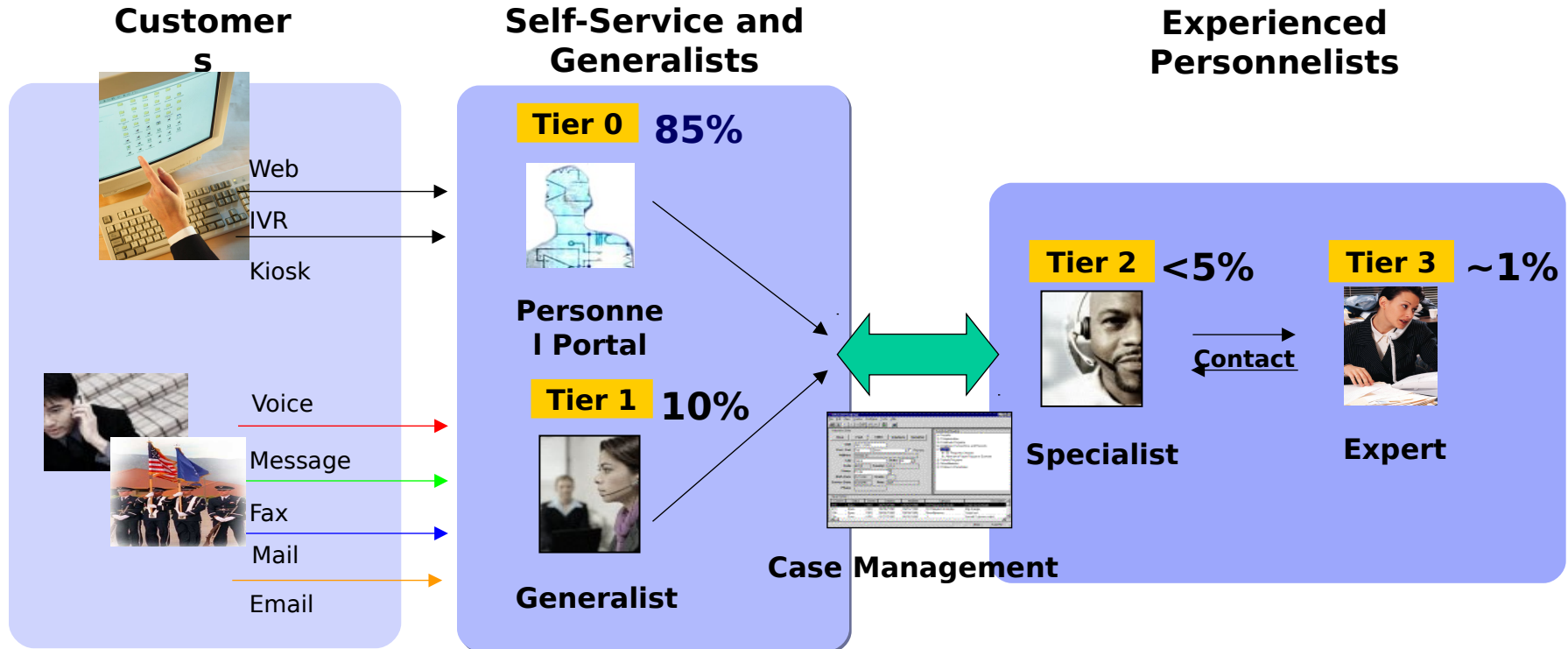
# Customers will contact the Shared Services Organization

## via web/IVR (Tier 0) and contact center (Tier 1) and be routed to a specialist (Tier 2) and/or expert (Tier 3) as needed

**Customers**

**Self-Service and Generalists**

**Experienced Personnelists**

Web

IVR

Kiosk

Voice

Message

Fax

Mail

Email

**Tier 0** **85%**

**Personnel Portal**

**Tier 1** **10%**

**Generalist**

**Case Management**

**Tier 2** **<5%**

**Specialist**

Contact

**Tier 3** **~1%**

**Expert**

**Note:** Between 2006 and 2009 transaction workflow will transition from Contact Center (Tier 1) focused to Portal (Tier 0) focused

**Technology and process integration will streamline personnel service delivery and improve the quality and availability of information**

*I n t e g r i t y - S e r v i c e - E x c e l l e n c e*

- **On The Horizon:**

  - **CMSgt Utilization Review (Nov 03 to Nov 04)**

  - **Enlisted Formal Education IPT (Jun 04)**

  - **OEF/OIF Enlisted Lessons Learned IPT (Jun 04)**

  - **Update Enlisted Force Structure AFI (Summer 04)**

  - **Air Staff Course (Summer 04)**

  - **Developmental Assignments IPT (Summer 04)**

- U&TW convened 6 - 9 Oct 03
  - Two Training Planning Teams (TPTs) held May and Aug 03 developed strawman CFETP/STS/CTS
  - U&TW finalized drafts and updated 3-level course to increase Readiness knowledge training
  - Identified 24 core task items
  - Building on BMT warrior week training to provide expeditionary mindset throughout the personnel life cycle and individual's career progression; increases the deployment resource pool
  - Updated 7-Level CTS to provide more "functional" personnel tasks and hands on MilPDS training
  - Updated PSM CTS
  - Developed combined PERSCO/MANPER-B CTS into one course: "Personnel and Manpower Readiness Course"

**Focus Groups Discussion**

# *Purpose*

## *Ensure We "Do This Right"-- shape the 21$^{st}$ Century Personnelist*

# *What We Need From You*

- ✓ *Candid Discussion*
- ✓ *Constructive Criticism*
- ✓ *Processes Assessment*

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            │  Key Advisor Focus Group │
            │     Mr Wayne Newman      │
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│  Employments  │ │  Relocations  │ │ Career Enhancements│
│ LtC Pete Ellis│ │LtC Dan Fogarty│ │  LtC Lee Shick     │
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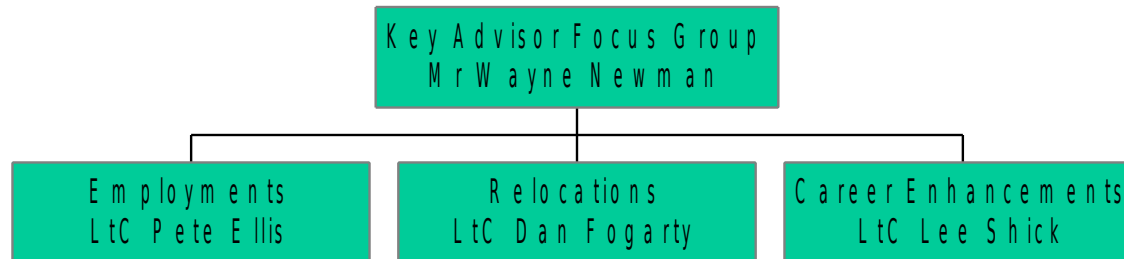
Deliverables:

1) Assess and discuss the emerging role of Base Level Key Advisors

2) Discuss and provide feedback regarding the face-to-face programs and processes that will remain in the MPF when the current transactional workload is reduced

3) Provide input on how many people, and at what skill level, will be needed to accomplish the Key Advisor mission

| Process | Remain Face-to-Face | Why | Advisory | Why | Estimated | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | 3 | 5 | 7 | 9 |
| Military Personnel Records | | | | | | | | |
| ID Cards | | | | | | | | |
| DEERS/RAPIDS | | | | | | | | |
| Active Duty FMDP | | | | | | | | |
| SGLI | | | | | | | | |
| Family Care Plan | | | | | | | | |
| Casualty Assistance | | | | | | | | |
| Veteran's Affairs | | | | | | | | |
| Evaluations | | | | | | | | |
| Promotions | | | | | | | | |
| MLR | | | | | | | | |
| Testing/WAPS | | | | | | | | |
| Reenlistments | | | | | | | | |
| Awards | | | | | | | | |
| Decorations | | | | | | | | |
| UIFs | | | | | | | | |
| Fitness Prgm | | | | | | | | |
| | | | | Notional Section Size | 10 | | | |

# *Backup Slides*

# MPF/CSS vs HHQs Manning

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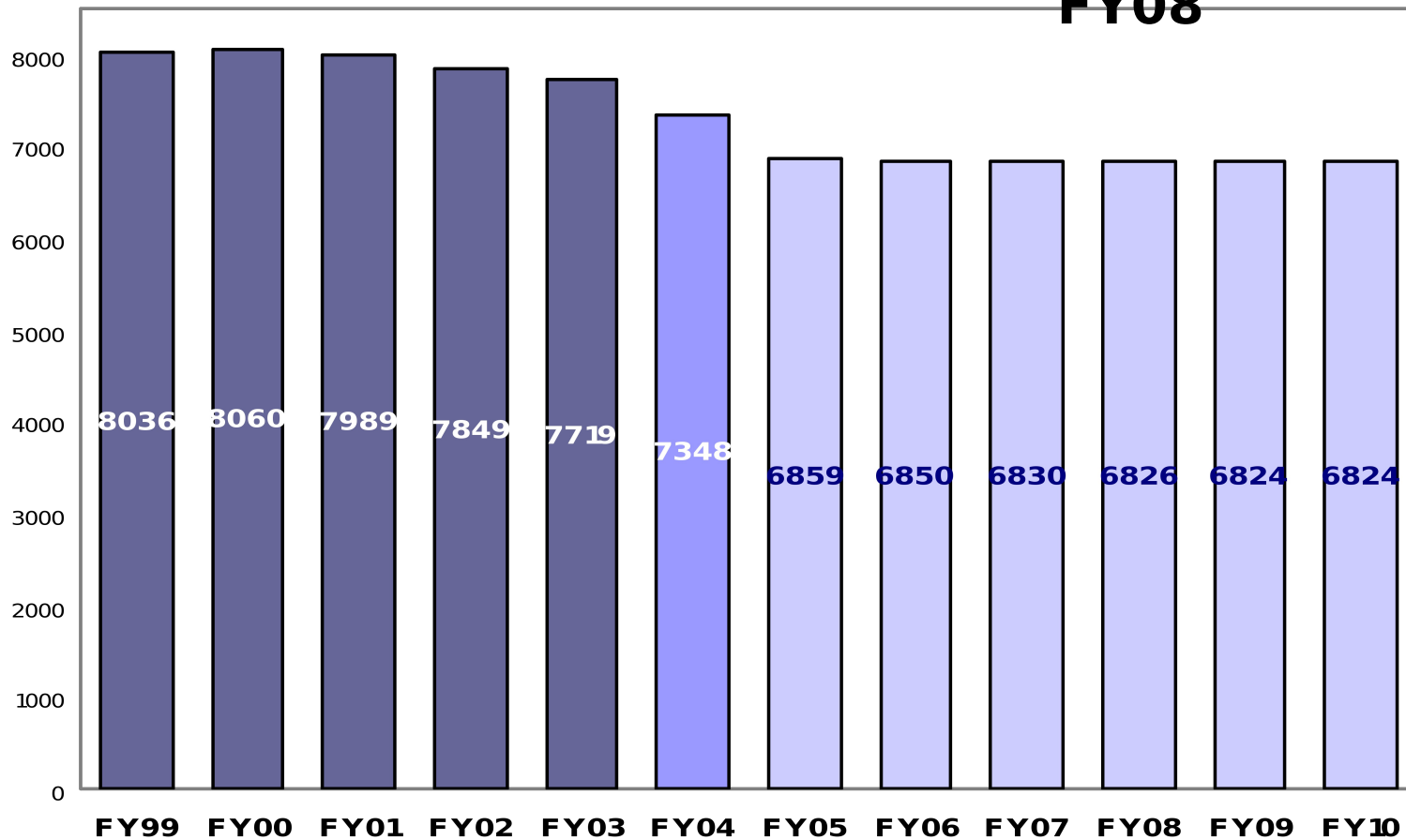
| Category | Value |
|---|---|
| MPF CONUS | 85.7% |
| MPF OS | 84.9% |
| CSS & Oth WG Lvl CONUS | 92.8% |
| CSS & Oth WG Lvl OS | 97.3% |
| HHQs | 101.5% |
| Other | 91.3% |

Data provided by AFPC/DPSAA

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| Process | Remain Face-to-Face | Why | Advisory | Why | Estimated | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | 3 | 5 | 7 | 9 |
| Airmen Classification | | | | | | | | |
| Officer Classification | | | | | | | | |
| PRP | | | | | | | | |
| Special Duty Applications | | | | | | | | |
| Retraining | | | | | | | | |
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| | | | | Notional Section Size | 10 | | | |

| Process | Remain Face-to- | Why | Advisory | Why | Estimated | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | 3 | 5 | 7 | 9 |
| Inprocessing Actions | | | | | | | | |
| Newcomers Orientation | | | | | | | | |
| Record Inventory | | | | | | | | |
| Discrepancies | | | | | | | | |
| ADSC | | | | | | | | |
| Base Housing Counseling | | | | | | | | |
| Update Locator Info | | | | | | | | |
| Financial Support | | | | | | | | |
| Outprocessing Actions | | | | | | | | |
| Assignment Notification | | | | | | | | |
| Assignment Preparation | | | | | | | | |
| Final-Out Processing Actions | | | | | | | | |
| Separations Processing | | | | | | | | |
| Retirements Processing | | | | | | | | |
| Transition Assistance | | | | | | | | |
| Relcocation Assistance | | | | | | | | |
| Palace Chase/Palace Front | | | | | | | | |
| Administrative Discharge | | | | | | | | |
| | | | | Notional Section Size | 10 | | | |

# *Focus Groups - Readiness*

| Process | Remain Face-to- | Why | Advisory | Why | Estimated | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | 3 | 5 | 7 | 9 |
| PERSCO | | | | | | | | |
| Deployment Taskings | | | | | | | | |
| Mobilization Processing | | | | | | | | |
| Contingency Ops Processing | | | | | | | | |
| Augmentation Processing | | | | | | | | |
| Demobilization Processing | | | | | | | | |
| MANPER B System Mgmt | | | | | | | | |
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| | | | | Notional Section Size | | 10 | | |